

PROPOSAL PACKAGE

CC-GRCA034-12

Department of the Interior

National Park Service
Grand Canyon National Park

**Proposal to Provide Bicycle Rentals, Limited Retail and Food and
Beverage Services on the South Rim of Grand Canyon National Park**

PROPOSAL SUBMISSION TERMS & CONDITIONS

- 1) The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Contract. **The letter, submitted without alteration, must bear original signatures and be included in the Offeror's Proposal Package.** The National Park Service (Service) will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If not, your proposal may be considered non-responsive, even though you submitted an unconditional Offeror's Transmittal Letter.
- 2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the new concession Contract as the Concessioner. If the entity that is to be the Concessioner is not in existence as of the time of submission of a proposal, the proposal must demonstrate that the individual(s) or organization(s) (hereinafter Offeror-Guarantor) that intends to establish the entity that will become the Concessioner has the ability and is legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Contract. In addition, the Offeror-Guarantor must unconditionally state and guarantee in its proposal that the Offeror-Guarantor will provide the Concessioner with all funding, management, and other resources that the Draft Contract requires and the proposal offers.

OFFEROR'S TRANSMITTAL LETTER

To:

Regional Director
National Park Service - Intermountain Region
12795 West Alameda Parkway
Lakewood, CO 80228

Dear Director:

The name of the Offeror is _____. If the Offeror has not yet been formed, this letter is submitted on its behalf by _____ as Offeror-Guarantor(s), who guarantee all certifications, agreements and obligations of Offeror hereunder and make such certifications, agreements and obligations individually and on behalf of the Offeror.

The Offeror hereby agrees to provide visitor services and facilities within Grand Canyon National Park in accordance with the terms and conditions specified in the Draft Concession Contract CC-GRCA034-12, (Draft Contract) provided in the Prospectus issued by the public notice as listed in the Federal Business Opportunities (www.fedbizopps.gov), and to execute the Draft Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus).

The Offeror is enclosing the required "PROPOSAL" which, by this reference, is made a part hereof.

The Offeror certifies that the information furnished herewith is complete, true, and correct, and recognizes that false statements may subject the Offeror to criminal penalties under 18 U.S.C. 1001. The Offeror agrees to meet all the minimum requirements of the Draft Contract (including all Exhibits) and the Prospectus. The Offeror certifies that it has provided all of the mandatory information specified in the Prospectus.

The Offeror certifies in accordance with 43 C.F.R. Part 42 the following:

- None of the individuals or entities acting as Offeror or with an ownership interest in the Offeror is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from a public transaction by a federal department or agency.
- Within the three years preceding submission of the Proposal, none of the individuals or entities acting as Offeror or with an ownership interest in the Offeror has been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, or for violation of federal or state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification of records, making false statements, or receiving stolen property.
- None of the individuals or entities acting as Offeror or with an ownership interest in the Offeror is presently indicted for or otherwise criminally or civilly charged by a federal, state or local unit of the government with commission of any of the aforementioned offenses.
- The individuals or entities acting as Offeror or with an ownership interest in the Offeror have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.
- The individuals or entities seeking participation in this Concession Contract have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

The Offeror, by submitting this Proposal hereby agrees, if selected for award of the Draft Contract:

- 1) To the minimum requirements of the Prospectus as identified in Part A of this Proposal Package.
- 2) To complete the execution of the final Concession Contract within thirty working days after it is presented by the National Park Service.
- 3) To commence operations under the resulting Concession Contract on the effective date of the Concession Contract.
- 4) To operate under the current National Park Service approved rates until such time as amended rates may be approved by the National Park Service.
- 5) [Include only if the Offeror is not yet in existence.] To provide the entity that is to be the Concessioner under the Draft Contract with the funding, management, and other resources required under the Draft Contract and/or described in our Proposal.
- 6) [Include only if the Offeror is a business entity, rather than an individual] To deliver to the Regional Director within 10 days following the announcement of the selection of the Offeror as the Concessioner, current copies of the following:
 - Certificate from its state of formation indicating that the entity is in “good standing”(if such form is issued in that state for Offeror’s type of business entity);
 - Governance documents of Offeror (e.g. Articles of Incorporation and By-Laws for corporations; Operating Agreement for LLCs; Partnership Agreement for Partnerships; or Venture Agreement for Joint Ventures); and
 - If the business entity was not formed in the State of **Arizona**, evidence that it is qualified to do business there.

OFFEROR or OFFEROR-GUARANTOR (if the Offeror is not yet in existence as of the time of submission):

(If Offeror not yet formed, name of Offeror-Guarantor(s)):

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

CERTIFICATE OF BUSINESS ENTITY OFFEROR
(Offerors who are individuals should skip this certificate)

I, _____, certify that I am the _____ of the [specify one] corporation/partnership/limited liability company/joint venture named as Offeror herein; that I signed this proposal for and on behalf of the Offeror, with full authority under its governing instrument(s), within the scope of its powers, and with the intent to bind the entity.

NAME OF ENTITY: _____

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

PART A

The minimum requirements for the Draft Contract are identified in this Part A of the Proposal Package. If the Offeror, in its transmittal letter, does not agree to these minimum requirements, its proposal will be considered non-responsive. (The requirements of Part B of this Proposal Package outline detailed submissions referred to in this part, as well as additional secondary selection factors.)

Response Format

For the page limits set out in these Principal Selection Factors, please note that the Service will not review or consider the information on any pages that exceed the page limitation stated, including attachments, appendices or other additional materials the Offeror submits. The Service considers text on two sides of one sheet of paper to be two pages. Offerors must use normal sized font, such as 11 or 12 point, and 1 inch margins on all sides, in the body of the proposal. Tables, charts, graphs, provided forms, and copies of sample material using less than 11 point font is acceptable. The Service would like to see clear and concise answers. A longer answer will not necessarily be considered a better answer. Please respond only with the information requested in the subfactors.

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK.

The Offeror agrees to comply with all terms and conditions specified in the Draft Contract, including compliance with all applicable laws, including, without limitation, environmental protection and conservation laws.

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES.

The Offeror agrees to comply with all the terms and conditions specified in the Draft Contract, including its exhibits.

The Offeror agrees to operate at the current Service approved rates during the term of the Concession Contract until such time as a new rate schedule is approved by the Service, in accordance with 16 U.S.C. § 5955.

The Offeror agrees to accept the Concession Facilities, and any assigned government personal property "as is" as required by the Draft Contract, Section 8(f).

The Offeror accepts the draft Operating Plan included as Exhibit A of the Draft Contract.

The Offeror accepts the draft Maintenance Plan included as Exhibit E of the Draft Contract.

The Offeror agrees to implement an equal opportunity program and comply with the terms of the equal opportunity and handicapped access requirements of the Draft Contract.

The Offeror agrees to develop and implement an effective health and safety program (Concessioner Risk Management Program), according to the requirements of the draft Operating Plan for such programs.

The Offeror agrees to meet the public liability and property insurance requirements of the Draft Contract Exhibit F.

PRINCIPAL SELECTION FACTORS 3 AND 4 DO NOT HAVE SPECIFIC REQUIREMENTS FOR THIS PART A. INFORMATION IS REQUIRED FOR PRINCIPAL SELECTION FACTORS 3 AND 4 IN PART B.

PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE, IF ANY, AND/OR OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR.

The Offeror agrees to at least the minimum franchise fee of ten percent (10%) of annual gross receipts.

PART B**PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK. (0-5 POINTS)****Service Objectives:**

The Service has a number of programs and efforts dedicated to the NPS's future course as a leader in preservation, sustainability, healthy recreation and education. They include:

- NPS Climate Friendly Parks Program. <http://www.nps.gov/climatefriendlyparks/>
- Green Parks Plan <http://www.nps.gov/sustainability/parks/index.html>
- America's Great Outdoors: A Promise to Future Generations
<http://americasgreatoutdoors.gov/>
- A Call to Action <http://www.nps.gov/calltoaction/>

In addition, the Service, in cooperation with the U.S. Public Health Service, has recently launched the following program, which finds connections between sustainability and healthy behavior.

- Healthy Parks, Healthy People http://www.nps.gov/public_health/hp/hphp.htm

The Service's objectives under this factor are for the Concessioner to conduct its operations in a manner that furthers the protection, conservation, and preservation of the Grand Canyon National Park area and other resources. This objective includes enlisting public support and participation in the above efforts, which support such protection while also promoting healthy activities for park visitors.

Subfactors**Subfactor 1(a) – the Concessioner's support of NPS programs and efforts as listed in the objectives.**

How will you contribute to and support the sustainability programs and efforts listed above, through your bicycle rental and food service operations? You may consider the information you provide to the public, information provided to customers, programs that you develop, products that you purchase and utilize, etc. Do not address the Healthy Parks, Healthy People initiative in your answer to this question, as it is addressed in the next.

Using not more than 20 pages, including all text, pictures, graphs, etc., please address at a minimum:

- Programs you commit to providing that address the above objectives
- Information you commit to providing on the internet and in your publications
- Any other methods by which you commit to act as the Service's ambassador in supporting and promoting the above programs, including your support of such programs in the local community.

Subfactor 1(b) – Education of clients regarding sustainable and healthy living choices.

Using not more than 20 pages, including all text, pictures, graphs etc., please address at a minimum:

- What types of educational messages and efforts will you undertake and/or implement to support the “Healthy Parks, Healthy People” initiative with the public?

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES. (0 - 5 POINTS)**Service Objectives:**

For visitor services provided under the Draft Contract, the Service's objective is for the Concessioner to deliver a high quality, cohesive, and comprehensive visitor experience through its rental bicycle and food service, with focus on the following areas:

1. Interpretation of Area resources.
2. Bicycle rental and tour services
3. Quick food and drinks for visitors "on the go."

The Area is interested in an Offeror who has special expertise, knowledge, and experience in the operation of bicycle rental and tour operations, as well as in the preparation of and delivery of quick food such as hot and cold beverages, and grab-and-go foods.

Equipment for both operations must be safe and reliable.

Subfactors**Subfactor 2(a) – Bicycle operations**

Using not more than 30 pages, including all text, pictures, graphs, etc., please describe the bicycle rental aspects of your operation. Include:

- 2(a)1. The equipment you commit to provide, including bicycles as well as protective gear.
- 2(a)2. The orientation you commit to provide to clients, including orientation to the Area, its resources and its rules. Address your strategies for communicating rules about how and where to ride, and how you will generate compliance with those rules.
- 2(a)3. Interpretive materials, brochures and maps you commit to provide to clients and visitors
- 2(a)4. The proposed safety program for staff and clients that you commit to develop and implement
- 2(a)5. The maintenance program you commit to provide for bicycle and related equipment
- 2(a)6. The tour and shuttle service programs you commit to provide.

Subfactor 2(b) – Food Service

Using not more than 30 pages, including all text, pictures, graphs, etc., please describe how you will equip and deliver quick food and beverage service.

- 2(b)1. Describe the food and beverage service you propose. Provide your proposed menu for grab-and-go foods, snacks, as well as hot beverages (such as coffee/espresso) and cold beverages. Include the rates you propose. Explain how your service will include locally-produced and sustainable foods, as well as provide appropriate healthy choices for hikers, bicyclists and others enjoying the Mather Point area. Also, describe seasonal adjustments you will make to ensure reliable, high quality food choices year-round.
- 2(b)2. Given that the Concession Facilities to be assigned to this Concessioner will not contain any food service equipment or furnishings except sinks, describe the equipment and furnishings

you will provide to support the operations above. Such equipment must be capable of meeting food-code requirements, as described in the FDA USPHS food code.

PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR, INCLUDING THE PAST PERFORMANCE AND EXPERTISE OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSION CONTRACT. (0-5 POINTS)

Note to Offeror: To assist in the evaluation of proposals under this and other selection factors, provide the following information regarding the organizational structure of the business entity that will execute the Draft Contract. This organizational structure information will not be scored for selection purposes, but may be used for assessing responses to various selection factors. If the Offeror is not yet in existence, the Offeror-Guarantor should describe its own experience and explain how such experience will carry over to the Offeror entity.

Offeror's Organizational Structure

Describe the entity with which the National Park Service will contract, specifying whether it is currently in existence or is to be formed. Clearly define the Offeror's relationship to all superior and subordinate entities. Identify the entity, if other than the Offeror, that has the authority to allocate funds, hire and fire management employees of the Offeror. Identify any individual or business entity that holds or will hold a controlling interest in the Offeror. If the Offeror is a limited liability company, a partnership, or a joint venture, identify and provide information about each managing member or general partner or venturer, respectively.

Using the appropriate Business Organization Information form (as applicable) at the end of this section, identify the Offeror and each business entity and/or individual to be involved in the management of the proposed concession operation. Use the form appropriate for your business entity or sole proprietorship and include all information necessary to make the relationship among the parties clear. When completed, the Business Organization Information form should convey the following information:

- 1) Full legal name of the Offeror and any trade name under which it proposes to do business.
- 2) The legal form of the Offeror, if other than an individual.
- 3) The name, address and, if applicable, form of business entity of all owner(s) of the Offeror, including, without limitation, all levels of parent organizations, their relationship to the Offeror, and the precise extent of their ownership interests.
- 4) The name, address and, if applicable, form of business entity of all related, subordinate, or superior business organizations and/or individuals that will have a significant role in managing, directing, operating, or otherwise carrying out the services to be provided by the Offeror. Describe in detail how these relationships will work formally and in practice. Use additional pages if the information does not fit within the forms provided.
- 5) If applicable, the length of Offeror's existence as a business entity.

Subfactors

Subfactor 3(a) – Quality Workforce

Using not more than 30 pages, including all text, pictures, graphs etc., outline your proposed recruiting, retention and training program for high quality and skilled employees. Of highest importance to the Service are:

1. Recruiting and retention of quality, dedicated employees who will embody the values of healthy recreation and dedication to resource protection.

2. Ability to communicate to clients regarding resource protection and significance.

A better response may describe the number of hours and content of mandatory new employee and annual training, how you will evaluate all employees on their expertise, and your strategies for retaining your workforce.

Sufactor 3(b) The Offeror's experience in providing Bicycle Rental Tours.

Using not more than 30 pages, including all text, pictures, graphs, etc., provide a detailed description of your experience in providing bicycle rental services and tours. Of highest importance to the Service are:

1. The availability of an on-site manager with the experience and expertise to manage a bike rental facility.
2. Your history and experience in providing high-volume bicycle rentals, as well as guided interpretive bicycle tours.
3. Your history and experience in working with the community to promote the use of alternative transportation, especially bicycles.
4. Your history and experience in providing shuttle services for bicycle riders.

Sufactor 3(d) The Offeror's experience in providing Bicycle Rental Tours.

Using not more than 30 pages, including all text, pictures, graphs, etc., demonstrate that your organization is structured and staffed to effectively carry out the responsibilities of the Draft Contract by providing the following information:

1. Clearly outline your experience in managing and executing the services contemplated under the Draft Contract. To the extent that support services such as purchasing or human resources will be provided by a corporate parent, clearly identify how this support will benefit the operation.
2. Describe what qualifications you will require of the person you will employ for each of the following positions. Include relevant experience, minimum qualifications, certifications (if applicable), and education in a consistent format. Do not include specific résumés.
 - Corporate officer(s)/executives with responsibility for directly supervising the general manager or any other member of the management team for this contract
 - General Manager
 - Food Service employees
 - Bicycle rental and tour employees.

Subfactor 3(d). Violations or Infractions

The Service is aware that any business may receive the occasional audit deficiency, notice of violation, penalty, fine, less than satisfactory public health rating, or similar regulatory notice from a federal, state, or local agency (hereinafter collectively referred to as "Infractions"). The Service is interested in understanding how your business manages these Infractions.

- 1) For the Offeror and all of its principals (for corporations, their executive officers, Directors, and controlling shareholders; for partnerships, their general partners; for limited liability companies, their managing members; and for joint ventures, each venturer) and all parent entities, subsidiaries or related entities under the primary organizational entity (that is, a parent corporation and all subsidiaries), that provide the same or similar services as

required or authorized by the Draft Contract, whether as a principal or employee of Offeror or otherwise, identify all Infractions issued by a federal or state regulatory agency in the last five years. If the Offeror has not yet been formed, the Offeror-Guarantor should respond to the items in this sub-factor for itself and its affiliates as identified above. For each Infraction by each of the above-listed individuals or entities, provide the following:

- a) The basis for the Infraction
- b) The entity that issued the Infraction
- c) When the Infraction was issued
- d) How the Infraction was addressed
- e) How you will ensure that the problem is minimized or does not recur
- f) Describe the entities you considered in preparing this response, why you included those included and why you excluded those you omitted.

Do NOT submit copies of the Infraction report; tabular submissions are preferred.

- 2) If the Offeror (as defined above to include the identified affiliates) has not received any Infraction in the last five years, explain how you would respond if you do receive an Infraction and the process you would follow to resolve such Infractions and minimize future occurrences.

FORM 1

BUSINESS ORGANIZATION INFORMATION CORPORATION, LIMITED LIABILITY COMPANY, PARTNERSHIP OR JOINT VENTURE (PRINCIPAL SELECTION FACTOR 3)

Complete separate form for the submitting business entity and any and all parent entities).

Name of Entity and Trade-name, if any	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID#	
State of Formation	
Date of Formation	

OWNERSHIP	PERCENTAGE OF OWNERSHIP INTERESTS	CURRENT VALUE OF INVESTMENT
Names and Addresses of those with controlling interest and key principals of business		
Total Interests Outstanding and Type(s):		

OFFICERS AND DIRECTORS OR GENERAL PARTNERS OR MANAGING MEMBERS OR VENTURERS	ADDRESS	TITLE AND/OR AFFILIATION

Attach the following:

- Description of relationship of any and all parent entities to the Offeror with respect to funding and management.

FORM 2**BUSINESS INFORMATION
INDIVIDUAL* OR SOLE PROPRIETORSHIP
(PRINCIPAL SELECTION FACTOR 3)**

Name of Individual and Tradename, if Any**	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person (if other than the Offeror)	
Tax ID #	
Years in Business (of same type as required service(s))	
Current Value of Business	
Role in Providing Concession Service(s)	

*Due to difficulties determining authority to act and ownership, the Service will not accept a proposal from a husband and wife jointly as a purported business entity. Either one individual must serve as the Offeror or the husband and wife must form a corporation, partnership, or limited liability company to serve as Offeror.

**If the sole proprietorship acts under a name other than that of its owner (i.e., does business as "company name"), also add the jurisdiction where the company's trade name is registered, if any.

PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL. (0-5 POINTS)**Notes to Offeror:**

In the event the Offeror is not yet in existence, provide the information described below with respect to both the to-be-formed Offeror and the Offeror-Guarantor(s), which must unconditionally state and guarantee that the Offeror-Guarantor(s) will provide the Offeror with all funding, management and other resources that the Draft Contract requires and the proposal offers.

All forms are provided electronically on the enclosed compact disk. The Offeror must complete all forms provided and submit both a hard copy and an Excel spreadsheet file.

Subfactor 4(a). Demonstrate that you have a credible, proven track record of meeting your financial obligations by providing the following:

- 1) The completed Business History Information form provided at the end of this section.
- 2) Audited financial statements for the two most recent fiscal years, with all notes to the financial statements. Audited financial statements should be provided for the Offeror AND all parent companies. Audited financial statements must be provided for any individual Offerors, general partners in a partnership, managing members of a limited liability company and all venturors in a joint venture. If the Offeror is not yet formed, include audited financial statements for each Offeror-Guarantor.

-OR-

If audited financial statement are not available, present an explanation in sufficient detail to enable a reviewer to fully understand the reasons why audited financial statements are not available (for example, if reviewed statements were submitted instead of audited statements, include an explanation as to why the statements were reviewed and not audited), but include financial statements of each Offeror-Guarantor if the Offeror is not yet formed.

- 3) A CURRENT credit report (within the last six months) in the name of the Offeror from a major credit reporting company such as Equifax, Experian, TRW or Dun & Bradstreet. If the Offeror is not yet formed, include a credit report for each Offeror-Guarantor.

Subfactor 4(b). Demonstrate that your proposal is financially viable and that you understand the financial obligations of the Draft Contract by providing the following:

- 1) Your estimate of the acquisition and start-up costs of this business using the Initial Investment and Start-Up Expense and the Initial Investments and Start-Up Expenses Assumptions forms included in the Excel spreadsheets provided in the Appendices to this prospectus. Explain fully the methodology and the assumptions used to develop the estimate. The information provided should be of sufficient detail to allow a reviewer to understand how the estimates were determined. If you are the Existing Concessioner and will have no initial investment or start-up costs, please include that information on the form.
- 2) Using the Excel spreadsheets provided in provided in the Appendices to this prospectus, complete the Income Statement and Income Statement Assumptions forms and the Cash Flow Statement and the Cash Flow Statement Assumptions forms found in tabs to the Excel spreadsheets. Provide estimates of prospective revenues and expenses of the concession business in the form of annual prospective income and cash flow statements for the entire

term of the Draft Contract. Also complete the Operating Assumptions tab to explain your financial projections.

General notes regarding the forms provided in the Appendices to this prospectus attached to the prospectus:

- The Service has provided forms that request the information in the format it desires. These forms may differ from the format and requirements set forth in generally accepted auditing standards (GAAS) with regard to prospective financial statements. The Service does NOT request that the prospective financial statements be reviewed in accordance with GAAS.
- Do not add or eliminate rows on the Excel spreadsheets provided in the appendix. Columns should not be deleted and formulas must not be changed; however, columns may be added to reflect the number of years in the Draft Contract term, if necessary. If you wish to provide additional information, do so in additional spreadsheets, outside of the ones provided. If additional information is provided, clearly identify how it fits into the income statement, cash flow, and/or assumption tables. For the purpose of the pro forma statements utilize the calendar year as the fiscal year.
- Provide a clear and concise narrative explanation of the method(s) used to prepare the estimates and the assumptions on which your projections are based. Information must be sufficiently detailed to provide a full understanding of how the estimates were determined.
- Complete all of the forms provided and submit both a hard copy and an electronic Excel spreadsheet file. Failure to provide all of the information requested on these forms may result in a reduced score.

Subfactor 4(c). Demonstrate your ability to obtain the required funds for start-up costs and continued operations under the Draft Contract by providing credible, compelling documentation, particularly evidence from independent sources, such as bank statements, audited or reviewed financial statements, and signed loan commitments letters. Fully explain the financial arrangements you propose, using the following guidelines:

- 1) If funds are to be obtained from operating cash flows, document each source and the availability of these funds by referring to your previous and current audited financial statements.
- 2) If funds are to be obtained from lending institutions (banks, savings and loans, etc.), provide financing agreements, letters of commitment or similar supporting documents. The support documents must, at a minimum, include the amount of the loan, the interest rate, the term of the loan and any encumbrances on the loan. Also, include a letter addressed to the National Park Service from the lender stating the amount of funds available to the Offeror at the date of the letter and at the projected effective date of the Draft Contract. The letter must be on the lending institution's letterhead and include a statement that the Offeror has authorized the lending institution to release any information to the National Park Service concerning relevant financing arrangements.
- 3) If funds are to be obtained from an individual, or a business entity whose primary fund source is an individual, provide the following as appropriate with respect to such individual:
 - Signed funding commitment from the individual.

- Current personal financial statement certified as to accuracy and completeness by the individual submitting it.
 - Current bank/financial institution documents that verify the account and account balance for the primary fund source.
 - Documentation of any assets to be sold.
 - Any other assurances or documents that demonstrate that the funds are available.
- 4) If funds are to be obtained from working capital liabilities (such as advance deposits), please provide estimates and a rationale for each estimate. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined.
- 5) If funds are to be obtained from another source (i.e., a business entity whose primary fund source is not an individual), provide the following as appropriate:
- Signed funding commitment from the fund source.
 - Evidence that the source has the necessary funds to operate this business opportunity.

BUSINESS HISTORY INFORMATION FORM
(PRINCIPAL SELECTION FACTOR 4 - SUBFACTOR 4A)

Business history information should be provided for the Offeror AND all parent companies. If the Offeror has not been formed yet, business history information should be provided for each Offeror-Guarantor.

The information provided below is for the entity: _____

- 1) Has Offeror ever defaulted from or been terminated from a management or concession contract, or been forbidden from contracting by a public agency or private company?

☐ YES

☐ NO

If YES, provide full details of the circumstances.

- 2) List any Bankruptcies, Receiverships, Foreclosures, Transfers in Lieu of Foreclosure, and/or Work-Out/Loan Modification Transactions during the past five years. (If none, then so indicate). Attach an explanation of the circumstances, including nature of the event, date, type of debt (e.g., secured or unsecured loan), type of security (if applicable), approximate amount of debt, name of lender, resolution, bankruptcy plan, and/or other documentation as appropriate.
- 3) Describe any pending litigation or administrative proceeding (other than those covered adequately by insurance) which if adversely resolved could materially impact the financial position of the Offeror.
- 4) Describe any lawsuit, administrative proceeding or bankruptcy case within the past five years that concerned the Offeror's alleged inability or unwillingness to meet its financial obligations.

PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE AND OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR. (0-4 POINTS)

The minimum franchise fee acceptable to the Service is ten percent (10%) of gross receipts.

The offer of a higher franchise fee than this minimum is generally beneficial to the Service and accordingly will generally result in a higher score under this selection factor. However, consideration of revenue to the United States is subordinate to the objectives of protecting, conserving, and preserving resources of the Area and of providing necessary and appropriate visitor services to the public at reasonable rates.

State the amount of franchise fee you propose. Such fee must at least equal the minimum franchise fee set forth above. Express this fee as a percentage of annual gross receipts. Do not propose a tiered franchise fee, e.g., 5% on the first \$10,000 of gross receipts, 6% on gross receipts between \$10,001 and \$25,000, 7% on gross receipts between \$25,001 and above.

_____ Percent of annual gross receipts

SECONDARY SELECTION FACTORS

SECONDARY SELECTION FACTOR 1. THE QUALITY OF THE OFFEROR'S PROPOSAL TO CONDUCT ITS OPERATIONS IN A MANNER THAT FURTHERS THE PROTECTION, CONSERVATION, AND PRESERVATION OF THE PARK AND OTHER RESOURCES THROUGH ENVIRONMENTAL MANAGEMENT PROGRAMS AND ACTIVITIES, INCLUDING, WITHOUT LIMITATION, ENERGY CONSERVATION, WASTE REDUCTION, AND RECYCLING. (0-3 POINTS)

Subfactors

Subfactor 1(a) – Environmental Business Practices

The Service seeks a Concessioner that practices environmentally friendly business practices, notably in the areas of sustainability; purchasing of environmentally preferable products, fixtures, and merchandise; reduction of solid waste; and other similar proactive actions. Using not more than 20 pages, including all text, pictures, graphs etc, provide specific examples of programs and activities (not already described under other selection factors) that you will implement to achieve this objective.

You may include, but are not limited to:

- Minimization of fossil fuel use throughout the life cycle of various items from manufacturing to disposal.
- Minimization of waste created by the operation and innovative ways in which you will dispose of waste
- Products used in manufacturing and maintenance of bicycles and related equipment
- Products used in food preparation and packaging